



UvA-DARE (Digital Academic Repository)

Searching for a match: the formation of person-organization fit perceptions

de Goede, M.E.E.

Publication date
2012

[Link to publication](#)

Citation for published version (APA):

de Goede, M. E. E. (2012). *Searching for a match: the formation of person-organization fit perceptions*.

General rights

It is not permitted to download or to forward/distribute the text or part of it without the consent of the author(s) and/or copyright holder(s), other than for strictly personal, individual use, unless the work is under an open content license (like Creative Commons).

Disclaimer/Complaints regulations

If you believe that digital publication of certain material infringes any of your rights or (privacy) interests, please let the Library know, stating your reasons. In case of a legitimate complaint, the Library will make the material inaccessible and/or remove it from the website. Please Ask the Library: <https://uba.uva.nl/en/contact>, or a letter to: Library of the University of Amsterdam, Secretariat, Singel 425, 1012 WP Amsterdam, The Netherlands. You will be contacted as soon as possible.

REFERENCES



References

- Aiman-Smith, L., Scullen, S. E., & Barr, S. H. (2002). Conducting studies of decision making in organizational contexts: A tutorial for policy-capturing and other regression-based techniques. *Organizational Research Methods, 5*, 388-414.
- Aaker, J. L., & Lee, A. Y. (2006). Understanding regulatory fit. *Journal of Marketing Research, 43*, 15-19
- Allen, D. G., Mahto, R. V., & Otondo, R. F. (2007). Web-based recruitment: Effects of information, organizational brand, and attitudes toward a Web site on applicant attraction. *Journal of Applied Psychology, 92*, 1696-1708
- Armor, D. A., & Taylor, S. E. (1998). Situated optimism: Specific outcome expectancies and self-regulation. *Advances in Experimental Social Psychology, Vol 30, 30*, 309-379
- Arthur, W., Jr., Bell, S. T., Villado, A. J., & Doverspike, D. (2006). The use of person-organization fit in employment decision making: An assessment of its criterion-related validity. *Journal of Applied Psychology, 91*, 786-801
- Backhaus, K. (2003). Importance of person-organization fit to job seekers. *Career Development International, 8*, 21-26
- Bazerman, M. H., & Chugh, D. (2006). Decisions without blinders. *Harvard Business Review, 84*, 88
- Bodenhausen, G. V., & Macrae, C. N. (1996). The self-regulation of intergroup perception: Mechanisms and consequences of stereotype suppression. In C. N. Macrae, C. Stangor & M. Hewstone (Eds.), *Stereotypes and stereotyping*. New York, NY: Guilford Press
- Boswell, W. R., Shipp, A. J., Payne, S. C., & Culbertson, S. S. (2009). Changes in newcomer job satisfaction over time: Examining the pattern of honeymoons and hangovers. *Journal of Applied Psychology, 94*, 844-858
- Braddy, P. W., Meade, A. W., & Kroustalis, C. M. (2006). Organizational recruitment website effects on viewers' perceptions of organizational culture. *Journal of Business and Psychology, 20*, 525-543
- Breaugh, J. A., & Starke, M. (2000). Research on employee recruitment: So many studies, so many remaining questions. *Journal of Management, 26*, 405
- Brewer, M. B., & Harasty, A. S. (1996). Seeing groups as entities: The role of perceiver motivation. In E. T. Higgins & R. M. Sorrentino (Eds.), *Handbook of motivation and cognition* (Vol. 3, pp. 347-370). New York: Guilford.
- Brockner, J., Paruchuri, S., Idson, L. C., & Higgins, E. T. (2002). Regulatory focus and the probability estimates of conjunctive and disjunctive events. *Organizational Behavior and Human Decision Processes, 87*, 5-24

- Brodsholl, J. C., Kober, H., & Higgins, E. T. (2007). Strategies of self-regulation in goal attainment versus goal maintenance. *European Journal of Social Psychology, 37*, 628-648
- Cable, D. M., Aiman-Smith, L., Mulvey, P. W., & Edwards, J. R. (2000). The sources and accuracy of job applicants' beliefs about organizational culture. *Academy of Management Journal, 43*, 1076-1085
- Cable, D. M., & DeRue, D. S. (2002). The convergent and discriminant validity of subjective fit perceptions. *Journal of Applied Psychology, 87*, 875-884
- Cable, D. M., & Edwards, J. R. (2004). Complementary and supplementary fit: A theoretical and empirical integration. *Journal of Applied Psychology, 89*, 822-833
- Cable, D. M., & Graham, M. E. (2000). The determinants of job seekers' reputation perceptions. *Journal of Organizational Behavior, 21*, 929-947
- Cable, D. M., & Judge, T. A. (1994). Pay preferences and job search decisions: A person-organization fit perspective. *Personnel Psychology, 47*, 317-348
- Cable, D. M., & Judge, T. A. (1996). Person-organization fit, job choice decisions, and organizational entry. *Organizational Behavior and Human Decision Processes, 67*, 294-311
- Cable, D. M., & Turban, D. B. (2003). The value of organizational reputation in the recruitment context: A brand-equity perspective. *Journal of Applied Social Psychology, 33*, 2244-2266
- Cable, D. M., & Yu, K. Y. T. (2006). Managing job seekers' organizational image beliefs: The role of media richness and media credibility. *Journal of Applied Psychology, 91*, 828-840
- Caldwell, D. F., Chatman, J. A., & O'Reilly, C. A. (2007). Profile comparison methods for assessing person-situation fit. In C. Ostroff & T. A. Judge (Eds.), *Perspectives on organizational fit* (pp. 356-361). Mahwah, NJ: Erlbaum.
- Chapman, D. S., Uggerslev, K. L., Carroll, S. A., Piasentin, K. A., & Jones, D. A. (2005). Applicant attraction to organizations and job choice: A meta-analytic review of the correlates of recruiting outcomes. *Journal of Applied Psychology, 90*, 928-944
- Chatman, J. A. (1989). Improving interactional organizational research: A model of person-organization fit. *Academy of Management Review, 14*, 333-349
- Chatman, J. A. (1991). Matching people and organizations: Selection and socialization in public accounting firms. *Administrative Science Quarterly, 36*, 459-484
- Chatman, J. A., Wong, E. M., & Joyce, C. K. (2008). When do people make the place? Considering the interactionist foundations of the Attraction-Selection-Attrition model. In D. B. Smith (Ed.), *The people make the place: Dynamic linkages between individuals and organizations*. Mahwah, NJ: Erlbaum.

References

- Chernev, A. (2004). Goal: Attribute compatibility in consumer choice. *Journal of Consumer Psychology, 14*, 141-150
- Chugh, D., & Bazerman, M. H. (2007). Bounded awareness: What you fail to see can hurt you. *Mind & Society, 6*, 1-18
- Cober, R. T., & Brown, D. J. (2006). *2006 Direct Employers Association recruiting trends survey*. Washington, DC: Booz, Allen, & Hamilton.
- Cober, R. T., Brown, D. J., Keeping, L. M., & Levy, P. E. (2004). Recruitment on the net: How do organizational web site characteristics influence applicant attraction? *Journal of Management, 30*, 623-646
- Cober, R. T., Brown, D. J., Levy, P. E., Cober, A. B., & Keeping, L. M. (2003). Organizational web sites: Web site content and style as determinants of organizational attraction. *International Journal of Selection and Assessment, 11*, 158-169
- Cohen, J. (1988). *Statistical power analysis for the behavioral sciences*. Hillsdale, NJ: Lawrence Erlbaum.
- Collins, C. J., & Stevens, C. K. (2002). The relationship between early recruitment-related activities and the application decisions of new labor-market entrants: A brand equity approach to recruitment. *Journal of Applied Psychology, 87*, 1121-1133
- Cooper-Thomas, H. D., van Vianen, A., & Anderson, N. (2004). Changes in person-organization fit: The impact of socialization tactics on perceived and actual P-O fit. *European Journal of Work and Organizational Psychology, 13*, 52-78
- Crowe, E., & Higgins, E. T. (1997). Regulatory focus and strategic inclinations: Promotion and prevention in decision-making. *Organizational Behavior and Human Decision Processes, 69*, 117-132
- Dawis, R. V., & Lofquist, L. H. (1984). *A psychological theory of work adjustment*. Minneapolis, MN: University of Minnesota Press
- De Cooman, R., De Gieter, S., Pepermans, R., Hermans, S., Du Bois, C., Caers, R., & Jegers, M. (2009). Person-organization fit: Testing socialization and attraction-selection-attrition hypotheses. *Journal of Vocational Behavior, 74*, 102-107
- De Goede, M. E. E., Van Vianen, A. E. M., & Klehe, U.-C. (2009, April). *Job-seekers perceived Person-Organization fit: Appetitive, aversive, or holistic fit*. Paper presented at the 24th Annual Meeting of the Society for Industrial/Organizational Psychology, New Orleans, LA.
- De Goede, M. E. E., Van Vianen, A. E. M., & Klehe, U. C. (2011). Attracting applicants on the web: PO fit, industry culture stereotypes, and website design. *International Journal of Selection and Assessment, 19*, 51-61

- Dineen, B. R., Ash, S. R., & Noe, R. A. (2002). A web of applicant attraction: Person-organization fit in the context of web-based recruitment. *Journal of Applied Psychology, 87*, 723-734
- Dineen, B. R., Ling, J., Ash, S. R., & DelVecchio, D. (2007). Aesthetic properties and message customization: Navigating the dark side of web recruitment. *Journal of Applied Psychology, 92*, 356-372
- Dineen, B. R., & Noe, R. A. (2009). Effects of customization on application decisions and applicant pool characteristics in a Web-based recruitment context. *Journal of Applied Psychology, 94*, 224-234
- Edwards, J. R. (1994). The study of congruence in organizational behavior research: Critique and a proposed alternative. *Organizational Behavior and Human Decision Processes, 58*, 51-100
- Edwards, J. R. (1995). Alternatives to difference scores as dependent variables in the study of congruence in organizational research. *Organizational Behavior and Human Decision Processes, 64*, 307-324
- Edwards, J. R. (2008). Person-environment fit in organizations: An assessment of theoretical progress. *Academy of Management Annals, 2*, 167-230
- Edwards, J. R., Cable, D. M., Williamson, I. O., Schurer Lambert, L., & Shipp, A. J. (2006). The phenomenology of fit: Linking the person and environment to the subjective experience of person-environment fit. *Journal of Applied Psychology, 91*, 802-827
- Ehrhart, K. H., & Ziegert, J. C. (2005). Why are individuals attracted to organizations? *Journal of Management, 31*, 901
- Eyal, T., Liberman, N., Trope, Y., & Walther, E. (2004). The pros and cons of temporally near and distant action. *Journal of Personality and Social Psychology, 86*, 781-795
- Eyal, T., Sagristano, M. D., Trope, Y., Liberman, N., & Chaiken, S. (2009). When values matter: Expressing values in behavioral intentions for the near vs. distant future. *Journal of Experimental Social Psychology, 45*, 35-43
- Feather, N. T. (1995). Values, valences, and choice: The influence of values on the perceived attractiveness and choice of alternatives. *Journal of Personality and Social Psychology, 68*, 1135-1151
- Finegan, J. E. (2000). The impact of person and organizational values on organizational commitment. *Journal of Occupational and Organizational Psychology, 73*, 149-169
- Förster, J., & Werth, L. (2009). Regulatory focus: Classic findings and new directions. In G. Moskowitz, & Grant, H. (Ed.), *The Psychology of Goals* (pp. 392-420). New York: Guilford.

References

- Gregory, P. J., & Viswesvaran, C. (2009). *A tale of two attributions: Relative importance of image to attraction*. Paper presented at the Society of Industrial and Organizational Psychology, New Orleans, LA.
- Harold, C. M., & Ployhart, R. E. (2008). What do applicants want? Examining changes in attribute judgments over time. *Journal of Occupational and Organizational Psychology, 81*, 191-218
- Higgins, E. T. (1997). Beyond pleasure and pain. *American Psychologist, 52*, 1280-1300
- Higgins, E. T. (2000). Making a good decision: Value from fit. *American Psychologist, 55*, 1217-1230
- Higgins, E. T. (2005). Value from regulatory fit. *Current Directions in Psychological Science, 14*, 209-213
- Higgins, E. T., & Freitas, A. L. (2007). Regulatory fit: Its nature and consequences. In C. Ostroff & T. A. Judge (Eds.), *Perspectives on organizational fit* (pp. 71-99). Mahwah, NJ: Erlbaum.
- Higgins, E. T., Friedman, R. S., Harlow, R. E., Idson, L. C., Ayduk, O. N., & Taylor, A. (2001). Achievement orientations from subjective histories of success: promotion pride versus prevention pride. *European Journal of Social Psychology, 31*, 3-23
- Higgins, E. T., Shah, J., & Friedman, R. (1997). Emotional responses to goal attainment: Strength of regulatory focus as moderator. *Journal of Personality and Social Psychology, 72*, 515-525
- Higgins, E. T., & Tykocinski, O. (1992). Self-discrepancies and biographical memory: Personality and cognition at the level of psychological situation. *Personality and Social Psychology Bulletin, 18*, 527-535
- Highhouse, S., Stanton, J. M., & Reeve, C. L. (2004). Examining reactions to employer information using a simulated web-based job fair. *Journal of Career Assessment, 12*, 85-96
- Hoffman, B. J., & Woehr, D. J. (2006). A quantitative review of the relationship between person-organization fit and behavioral outcomes. *Journal of Vocational Behaviour, 68*, 389-399
- Holland, J. L. (1985). *Making vocational choices: A theory of vocational personalities and work environments*. Englewood Cliffs, NJ: Prentice Hall
- Hox, J. J. (2002). *Multilevel analysis: Techniques and applications*. Mahwah, NJ: Erlbaum
- Hu, C., Su, H. C., & Chen, C. I. B. (2007). The effect of person-organization fit feedback via recruitment web sites on applicant attraction. *Computers in Human Behavior, 23*, 2509-2523
- Idson, L. C., Liberman, N., & Higgins, E. T. (2000). Distinguishing gains from nonlosses and losses from nongains: A regulatory focus perspective on hedonic intensity. *Journal of Experimental Social Psychology, 36*, 252-274
- Jansen, K. J., & Kristof-Brown, A. (2006). Toward a multidimensional theory of person-environment fit. *Journal of Managerial Issues, 18*, 193-212

- Judge, T. A., & Bretz, R. D. (1992). Effects of work values on job choice decisions. *Journal of Applied Psychology, 77*, 261-271
- Judge, T. A., & Cable, D. M. (1997). Applicant personality, organizational culture, and organization attraction. *Personnel Psychology, 50*, 359-394
- Kahneman, D. (2000). Evaluation by moments: Past and future. In D. Kahneman & A. Tversky (Eds.), *Choices, values, and frames* (pp. 693–708). New York: Cambridge University Press.
- Kahneman, D. (2003). A perspective on judgment and choice: Mapping bounded rationality. *American Psychologist, 58*, 697-720
- Kahneman, D., & Tversky, A. (Eds.). (2000). *Choices, values, and frames*. New York: Cambridge University Press.
- Konradt, U., & Rack, O. (2006). Personalrekrutierung im internet - Einfluss der qualitat von recruiting-sites auf die arbeitgeberattraktivitat [Internet recruitment - Corporate web site quality as determinants of organizational attraction]. *Zeitschrift fur Personalpsychologie, 5*, 53-59
- Kristof-Brown, A. L., & Guay, R. P. (2010). Person-environment fit. In S. Zedeck (Ed.), *APA Handbook of Industrial and Organizational Psychology* (Vol. 3, pp. 3-50). Washington D.C.: American Psychological Association.
- Kristof-Brown, A. L., Jansen, K. J., & Colbert, A. E. (2002). A policy-capturing study of the simultaneous effects of fit with jobs, groups, and organizations. *Journal of Applied Psychology, 87*, 985-993
- Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences of individuals' fit at work: A meta-analysis of person-job, person-organization, person-group, and person-supervisor fit. *Personnel Psychology, 58*, 281-342
- Kristof, A. L. (1996). Person-organization fit: An integrative review of its conceptualizations, measurement, and implications. *Personnel Psychology, 49*, 1-49
- Kunda, Z., & Sinclair, L. (1999). Motivated reasoning with stereotypes: Activation, application, and inhibition. *Psychological Inquiry, 10*, 12-22
- Lauver, K. J., & Kristof-Brown, A. (2001). Distinguishing between employees' perceptions of person-job and person-organization fit. *Journal of Vocational Behavior, 59*, 454-470
- LeBreton, J. M., Hargis, M. B., Griepentrog, B., Oswald, F. L., & Ployhart, R. E. (2007). A multidimensional approach for evaluating variables in organizational research and practice. *Personnel Psychology, 60*, 475-498
- Lee, A. Y., Keller, P. A., & Sternthal, B. (2010). Value from regulatory construal fit: The persuasive impact of fit between consumer goals and message concreteness. *Journal of Consumer Research, 36*, 735–747

References

- Lewin, K. (1939). Field theory and experiment in social psychology: Concepts and methods. *American Journal of Sociology*, 868-896
- Leyens, J. P., Yzerbyt, V. Y., & Schadron, G. (1992). The social judgeability approach to stereotypes. *European review of social psychology*, 3, 91-120
- Liberman, N., Sagristano, M. D., & Trope, Y. (2002). The effect of temporal distance on level of mental construal. *Journal of Experimental Social Psychology*, 38, 523-534
- Liberman, N., & Trope, Y. (1998). The role of feasibility and desirability considerations in near and distant future decisions: A test of temporal construal theory. *Journal of Personality and Social Psychology*, 75, 5
- Lievens, F., Decaestecker, C., Coetsier, P., & Geirnaert, J. (2001). Organizational attractiveness for prospective applicants: A person-organisation fit perspective. *Applied Psychology: An International Review*, 50, 30-51
- Lievens, F., & Highhouse, S. (2003). The relation of instrumental and symbolic attributes to a company's attractiveness as an employer. *Personnel Psychology*, 56, 75-102
- Lievens, F., Van Hove, G., & Anseel, F. (2007). Organizational identity and employer image: Towards a unifying framework. *British Journal of Management*, 18, S45-S59
- Liviatan, I., Trope, Y., & Liberman, N. (2008). Interpersonal similarity as a social distance dimension: Implications for perception of others' actions. *Journal of Experimental Social Psychology*, 44, 1256-1269
- Lockwood, P., Jordan, C. H., & Kunda, Z. (2002). Motivation by positive or negative role models: Regulatory focus determines who will best inspire us. *Journal of Personality and Social Psychology*, 83, 854-864
- Louro, M. J., Pieters, R., & Zeelenberg, M. (2005). Negative returns on positive emotions: The influence of pride and self-regulatory goals on repurchase decisions. *Journal of Consumer Research*, 31, 833-840
- Luoma-aho, V. (2008). Sector reputation and public organisations. *International Journal of Public Sector Management*, 21, 446-467
- March, J. G. (1994). *A primer on decision making: How decisions happen*. New York, NY: The Free Press.
- Markman, A. B., & Brendl, C. M. (2000). The influence of goals on value and choice *Psychology of Learning and Motivation: Advances in Research and Theory*, Vol 39 (Vol. 39, pp. 97-128). San Diego: Academic Press Inc.
- Murphy, K. R., & Tam, A. P. (2004). The decisions job applicants must make: Insights from a Bayesian perspective. *International Journal of Selection and Assessment*, 12, 66-74

- Newby-Clark, I. R., & Ross, M. (2003). Conceiving the past and future. *Personality and Social Psychology Bulletin, 29*, 807-818
- O'Reilly, C. A., Chatman, J. A., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of Management Journal, 34*, 487-516
- Okhuysen, G. A., Galinsky, A. D., & Uptigrove, T. A. (2003). Saving the worst for last: The effect of time horizon on the efficiency of negotiating benefits and burdens. *Organizational Behavior and Human Decision Processes, 91*, 269-279
- Pennington, G. L., & Roese, N. J. (2003). Regulatory focus and temporal distance. *Journal of Experimental Social Psychology, 39*, 563-576
- Pfiefflmann, B., Wagner, S. H., & Libkuman, T. (2010). Recruiting on corporate web sites: Perceptions of fit and attraction. *International Journal of Selection and Assessment, 18*, 40-47
- Pham, M. T., & Avnet, T. (2009). Contingent reliance on the affect heuristic as a function of regulatory focus. *Organizational Behavior and Human Decision Processes, 108*, 267-278
- Phillips, J. M. (1998). Effects of realistic job previews on multiple organizational outcomes: A meta-analysis. *Academy of Management Journal, 41*, 673-690
- Piasentin, K. A., & Chapman, D. S. (2006). Subjective person-organization fit: Bridging the gap between conceptualization and measurement. *Journal of Vocational Behavior, 69*, 202-221
- Piasentin, K. A., & Chapman, D. S. (2007). Perceived similarity and complementarity as predictors of subjective person-organization fit. *Journal of Occupational and Organizational Psychology, 80*, 341-354
- Ployhart, R. E. (2006). Staffing in the 21st century: New challenges and strategic opportunities. *Journal of Management, 32*, 868-897
- Powell, G. N., & Goulet, L. R. (1996). Recruiters' and applicants' reactions to campus interviews and employment decisions. *Academy of Management Journal, 39*, 1619-1640
- Rentsch, J. R., & McEwen, A. H. (2002). Comparing personality characteristics, values, and goals as antecedents of organizational attractiveness. *International Journal of Selection and Assessment, 10*, 225-234
- Roese, N. J., Hur, T., & Pennington, G. L. (1999). Counterfactual thinking and regulatory focus: Implications for action versus inaction and sufficiency versus necessity. *Journal of Personality and Social Psychology, 77*, 1109-1120
- Rosenthal, R., & Rosnow, R. L. (2008). *Essentials of behavioral research: Methods and data analysis*. (3rd ed.). New York, NY: McGraw-Hill.

References

- Rynes, S. L., Bretz, R. D., & Gerhart, B. (1991). The importance of recruitment in job choice: A different way of looking. *Personnel Psychology, 44*, 487-521
- Saks, A. M., & Ashforth, B. E. (1997). A longitudinal investigation of the relationships between job information sources, applicant perceptions of fit, and work outcomes. *Personnel Psychology, 50*, 395-426
- Sawyer, J. (1966). Measurement and prediction, clinical and statistical. *Psychological Bulletin, 66*, 178-200
- Scheu, C., Ryan, A. M., & Nona, F. (1999, April). *Company web sites as a recruiting mechanism: What influences applicant impressions*. Paper presented at the 14th annual meeting of the Society for Industrial/Organizational Psychology, Atlanta, GA.
- Schkade, D. A., & Kahneman, D. (1998). Does living in California make people happy? A focusing illusion in judgments of life satisfaction. *Psychological Science, 340-346*
- Schneider, B. (1987). The people make the place. *Personnel Psychology, 40*, 437-453
- Schneider, B. (2001). Fits About Fit. *Applied Psychology, 50*, 141-152
- Schneider, B., Goldstein, H. W., & Smith, D. B. (1995). The ASA framework: An update. *Personnel Psychology, 48*, 747-773
- Shah, J., & Higgins, E. T. (1997). Expectancy value effects: Regulatory focus as determinant of magnitude and direction. *Journal of Personality and Social Psychology, 73*, 447-458
- Shipp, A. J., Edwards, J. R., & Lambert, L. S. (2009). Conceptualization and measurement of temporal focus: The subjective experience of the past, present, and future. *Organizational Behavior and Human Decision Processes, 110*, 1-22
- Shipp, A. J., & Jansen, K. J. (2011). Reinterpreting time in fit theory: Crafting and recrafting narratives of fit in medias res. *Academy of Management Review, 36*, 76-101
- Sinar, E. F., Reynolds, D. H., & Paquet, S. L. (2003). Nothing but 'net? Corporate image and web-based testing. *International Journal of Selection and Assessment, 11*, 150-157
- Slaughter, J. E., & Greguras, G. J. (2009). Initial attraction to organizations: The influence of trait inferences. *International Journal of Selection and Assessment, 17*, 1-18
- Slaughter, J. E., Zickar, M. J., Highhouse, S., & Mohr, D. C. (2004). Personality trait inferences about organizations: Development of a measure and assessment of construct validity. *Journal of Applied Psychology, 89*, 85-103
- Tabachnick, B. G., & Fidell, L. S. (2007). *Using Multivariate Statistics* (5th ed.). Boston, MA: Allyn and Bacon.
- Tak, J. (2011). Relationships between various person-environment fit types and employee withdrawal behavior: A longitudinal study. *Journal of Vocational Behavior, 78*, 315-320

- Taylor, S. E. (1991). Asymmetrical effects of positive and negative events: The mobilization-minimization hypothesis. *Psychological Bulletin*, *110*, 67-85
- Taylor, S. E., & Brown, J. D. (1994). Positive illusions and well-being revisited: Separating fact from fiction. *Psychological Bulletin*, *116*, 21-21
- Trope, Y., & Liberman, N. (2000). Temporal construal and time-dependent changes in preference. *Journal of Personality and Social Psychology*, *79*, 876-889
- Trope, Y., & Liberman, N. (2003). Temporal construal. *Psychological Review*, *110*, 403-420
- Trope, Y., Liberman, N., & Wakslak, C. (2007). Construal levels and psychological distance: Effects on representation, prediction, evaluation, and behavior. *Journal of Consumer Psychology*, *17*, 83-95
- Tsai, W. C., & Yang, I. W. F. (2010). Does image matter to different job applicants? The influences of corporate image and applicant individual differences on organizational attractiveness. *International Journal of Selection and Assessment*, *18*, 48-63
- Turban, D. B. (2001). Organizational attractiveness as an employer on college campuses: An examination of the applicant population. *Journal of Vocational Behavior*, *58*, 293-312
- Turban, D. B., & Cable, D. M. (2003). Firm reputation and applicant pool characteristics. *Journal of Organizational Behavior*, *24*, 733-751
- Tversky, A., & Kahneman, D. (2000). Judgment under uncertainty: Heuristics and biases. In T. Conolly, H. R. Arkes & K. R. Hammond (Eds.), *Judgment and decision making: An interdisciplinary reader* (pp. 35). Cambridge, UK: Cambridge University Press.
- Van Vianen, A. E. M. (2000). Person-organization fit: The match between newcomers' and recruiters' preferences for organizational cultures. *Personnel Psychology*, *53*, 113-149
- Van Vianen, A. E. M. (2005). A review of person-environment fit research: prospects for personnel selection. In A. Evers, N. Anderson & O. Voskuijl (Eds.), *Handbook of personnel selection* (pp. 419-439). Oxford, UK: Blackwell Publishing.
- Van Vianen, A. E. M., Stoelhorst, J. W., & De Goede, M. E. E. (in press). The construal of person-organization fit during the ASA stages: Content, source, and focus of comparison. In A. L. Kristof-Brown & J. Billsberry (Eds.), *New Directions in Organizational Fit*. Chichester: Wiley.
- Van Vuuren, M., Veldkamp, B. P., de Jong, M. D. T., & Seydel, E. R. (2007). The congruence of actual and perceived person-organization fit. *International Journal of Human Resource Management*, *18*, 1736-1747
- Van Vuuren, M., Veldkamp, B. P., de Jong, M. D. T., & Seydel, E. R. (2008). Why work? Aligning foci and dimensions of commitment along the axes of the competing values framework. *Personnel Review*, *37*, 47-65

References

- Verquer, M. L., Beehr, T. A., & Wagner, S. H. (2003). A meta-analysis of relations between person-organization fit and work attitudes. *Journal of Vocational Behaviour, 63*, 473-489
- Walker, H. J., Feild, H. S., Giles, W. F., & Bernerth, J. B. (2008). The interactive effects of job advertisement characteristics and applicant experience on reactions to recruitment messages. *Journal of Occupational and Organizational Psychology, 81*, 619-638
- Williamson, I. O., Lepak, D. P., & King, J. (2003). The effect of company recruitment web site orientation on individuals' perceptions of organizational attractiveness. *Journal of Vocational Behavior, 63*, 242-263
- Yu, K. Y. T. (2009). Affective influences in person–environment fit theory: Exploring the role of affect as both cause and outcome of PE fit. *Journal of Applied Psychology, 94*, 1210-1226